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## **Public Sector Experience**

**Twenty-three (25) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Manager of employees and a biennial operating and capital improvement budget. Excellent presentation skills; 1,000+ presentations to governing boards, advisory commissions, developers, civic associations and neighborhood associations.**

### **Private/Public Schools**

#### **Certified Substitute Teacher**

**September 2019 - Present**

- Creative and resourceful in adapting instructional strategies to meet unique student needs. Design positive approaches and proactive interventions advancing learner engagement; academic achievement; cognitive development; and social, behavioral and communication improvements.

### **City of Unalaska, Alaska, (Dutch Harbor, Alaska) (Population 4,700, Seasonal Population 10,000)**

#### **City Manager**

**March 2018 – May 2019**

- ❖ City of Unalaska employ's 166+ FTE. The General Fund is budgeted at \$33M, Proprietary Fund (Enterprise Fund) is budgeted at \$35M and Special Revenue Fund at \$3.4M.
- ❖ Supervise department directors regarding short and long term goals and objectives. Departments included: Police, Fire, Administration (Human Resources, Risk Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center).
- Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet.
- Negotiated three year labor agreement with PSEA agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, as well as new education incentives. Recognized the significant recruitment and retention challenges for a remote and expensive location like Unalaska.
- Separated consolidated Department of Public Safety creating a stand-alone Fire Department. Eliminated an unnecessary management layer to allow the Fire Chief to report directly to the City Manager. Previously reported to the Director of Public Safety (Police Chief). This increased accountability and efficiency.

### **Private/Public Schools**

#### **Certified Substitute Teacher**

**October 2016 – February 2018**

- Creative and resourceful in adapting instructional strategies to meet unique student needs. Design positive approaches and proactive interventions advancing learner engagement; academic achievement; cognitive development; and social, behavioral and communication improvements.

**City of Rock Island, Illinois (Population 40,000, Daytime Population 60,000 )**

**City Manager**

**October 2011 – September 2016**

- ❖ City of Rock Island employ's 468+ FTE. The General Fund is budgeted at \$38M, Enterprise Fund is budgeted at \$49M and Internal Service Funds at \$13M.
- ❖ Supervise department directors regarding short and long term goals and objectives. Departments included: Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk.
- Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparing for this retail growth, we assisted 12 businesses in relocating within the City. By keeping those businesses we retained approximately 180 full-time positions and are projected that another 20 to 30 positions will be created among the businesses in the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions), was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City. The site is now cleared and build ready for retail.
- Negotiated sale of City owned land to site a 10 acres commercial and retail development. Developer has invested \$5M to date on an engineering & insurance company and satellite community college. Additional \$5M to be invested in the remaining four lots when client is signed.
- Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.
- Hired consulting firm to determine the feasibility of providing water services to the Rock Island Arsenal. The U.S. Department of Defense is seeking to privatize utilities, including water, wastewater, electric and gas. It is expected the requests for proposals will be released sometime in early 2017. The actual turnover of services would be in 2019. Estimated City revenue could be anywhere between \$1.5M to \$2M a year.
- The Quad Cities Alliance for Immigrants and Refugees (QCAIR) is a public/private organization that arose from a series of public dialogues in Rock Island, Illinois in 2011. The mission is to build community among refugees, immigrants and citizens of the Quad Cities. The identified action items: Education, Health, Housing Advocacy, Employment and Positive Interaction with Police.
- Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Negotiated five year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five year labor agreement.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in six years.
- Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.

**City of Macon, Georgia (Population 97,000, Daytime Population 200,000)**

**Chief Administrative Officer**

**November 2008 – September 2011**

- ❖ City of Macon employ's 1,280+FTE. The General Fund is budgeted at \$72M, Enterprise Fund is budgeted at \$14M, and Internal Service/Special Revenue/Governmental Funds is budgeted at \$21M.
- ❖ Supervise department directors regarding short and long term goals and objectives. Departments included: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.
- Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.
- Implemented Main Street Program thru the GA Department of Community Affairs. A local Main Street program represents and involves a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.
- Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.
- Partnered with Macon Water Authority and Bibb County to develop a 20 year Stormwater System Plan.

Continuing partnership towards implementing a Stormwater Utility to fund repairs.

- Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD) regarding the redevelop of downtown blighted areas. Main focus to make Second Street the center of downtown, connecting it with Little Richard Boulevard. Referred to as a TIF in other States.
- Implemented web-based system modeled after Baltimore CITISTAT that records and tracks work orders both internally and externally. Will also be used as management tool to improve service delivery.
- Right-sized organization by 100+ FTE, which included prioritizing services and restructuring departments for a savings of \$3M. Future vacancies are all assessed before being filled.
- Redesigning employee health insurance plan, which included premium/contribution and eligibility changes for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.
- Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can only be used in specified emergencies.

**County of Dougherty, Georgia (Population 96,000, Daytime Population 160,000)**

**Assistant County Administrator**

**January 2003 – October 2008**

- ❖ Dougherty County employ's 700+ FTE. The General Fund is budgeted at \$47M, the Special Tax District Fund is budgeted at \$7M, the Solid Waste Fund is budgeted at \$3M, and the Special Local Option Sales Tax (SPLOST) is projected at \$108M for six years.
- ❖ Supervised department directors regarding short and long-term goals. Departments included: Small and Disadvantaged Business Utilization, Finance, Public Works, Emergency Medical Services, Jail, Court Services, Tax & Tag, Solid Waste, Library, Human Resources, Facilities Management, and Police.
- Represented Dougherty County in negotiations with the City of Albany to be in compliance with House Bill 489 Service Delivery Strategy. Some of the services contracted from the City of Albany include: Fire, Recreation, Planning and Development, Code Enforcement, Information Technology and Purchasing.
- Provided professional support to implementation of a 10-year \$210-million downtown master plan creating a new mix of commercial, institutional, and residential activities financed by SPLOST.
- Partnered with City of Albany to implement Tax Allocation District (TAD) regarding the redevelop of downtown blighted areas. Referred to as a TIF in other States.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Oversaw all fixed assets (property – buildings and contents, equipment, and automobiles) valued at \$161M.
- Oversaw all insurance plans (self insurance, health plan, property, liability, and workers compensation).
- Provided oversight to the Rural Transit System to provide efficient transportation service for residents living in the unincorporated areas of the County.
- Oversaw inspection, maintenance, and coordination of events at Riverfront Park. Riverfront Park is an 8.83 acre tract passive park in the downtown area along the Flint River which includes a children's playground, festival gardens, and a multipurpose facility used for special events.
- Provided oversight to the pre-disaster mitigation competitive grant program for pre-disaster mitigation planning and projects primarily addressing natural hazards.
- Completed a 5,205 square foot Animal Shelter valued at \$781,647 within budget to provide animal control to the unincorporated area for the first time.
- Supervised with the Chamber of Commerce in developing an economic diversification plan for the Marine Corp Logistics Base land site.
- Represented Dougherty County on the Convention and Visitors Bureau Committee to promote community awareness and support for tourism and convention efforts.

**City of Pinellas Park, Florida (Population – 46,139)**

**Associate Planner**

**June 2001 – December 2002**

- Developed, and implemented the Service Improvement Survey. On average received two thousand responses. Developed survey analysis and report to Mayor and City Council. These results are used in developing the five-year Service Improvement Program.

- Coordinated all matters related to planning for the Business and Neighborhood Development Division.

**City of Largo, Florida (Population – 70,000)**

**Assistant to the City Manager**

**June 1998 – March 1999**

- Participated in negotiations for a new three-year labor contract with the Communications Workers of America (CWA) spelling out wages, benefits, and working conditions.
- Supervised a space assessment/space utilization study for the Largo City Library to identify current and future needs.

**City of Rockville, Maryland (Population – 57,000)**

**Assistant to the City Manager**

**April 1996 – June 1998**

- Functioned as legislative liaison to influence decisions for the benefit of the City on issues involving the City and State legislature, Council of Governments, Maryland Municipal League, and Montgomery County Government.
- Planned, implemented, and coordinated follow-up on issues resulting from Walking Town Meetings during which the Mayor and Council walk the streets and meet directly with citizens to address concerns and other aspects of the neighborhood.

**City of Tallahassee, Florida (Population 140,000)**

**Budget Analyst**

**July 1994 – March 1996**

- Received, analyzed, developed and provided technical assistance to City Departments (Fire Services, Community Improvement, City Manager’s Office, Downtown Development, Neighborhood & Customer Services) regarding the Operating Budget and five year Capital Improvement Program.

**Florida Department of Labor & Employment Security**

**Worker’s Compensation Case Analyst**

**June 1993 – July 1994**

- Advised, assessed penalties, and filed petitions on employers and insurance companies to ensure that employees received proper and timely compensation in compliance with regulations.

**City of Albany, Georgia (Population – 78,122)**

**City Manager’s Office Internship**

**January 1992 – March 1992**

- Reviewed City facilities for compliance with the Americans with Disabilities Act (ADA) and assisted the City Manager in developing a 10 year strategic plan to bring the City into compliance with the law.

## **Private Sector Experience**

**Audiology by Gott (Mount Vernon, Illinois)**

**Manager and Co-Owner**

**April 1999 – May 2001**

- Coordinated the hiring of new employees and marketing of Audiology by Gott.

**Consultec, Incorporated**

**Medicaid Claims Examiner**

**January 1993 – June 1993**

- Investigated Medicaid claims filed by doctors for compliance with State of Florida law.

## **Education**

**Master of Public Administration  
BA in Political Science**

**Georgia College and State University - 1992  
Valdosta State University - 1990**

## **Professional Organizations**

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- National Forum for Black Public Administrators (NFBPA)